

THE HONORABLE EMMETT PAIGE, JR.

KEYNOTE ADDRESS

IDEF USERS GROUP CONFERENCE

24 MAY 1994

GOOD MORNING. IT'S A PLEASURE TO BE WITH YOU AS YOU KICK OFF YOUR CONFERENCE, AND I THANK YOU FOR THE INVITATION.

CONFERENCES SUCH AS THIS ONE REINFORCE THE LONG-STANDING RELATIONSHIP BETWEEN THE DEPARTMENT AND THE IDEF COMMUNITY. SINCE IDEF WAS CREATED IN THE 1970S AS A JOINT PROJECT BETWEEN DOD AND INDUSTRY, THE DEPARTMENT'S ACCEPTANCE OF, AND RELIANCE ON, IDEF MODELING TOOLS HAS GROWN CONSIDERABLY. A LITTLE OVER TWO YEARS AGO WE ADOPTED IDEF AS THE DOD STANDARD FOR PROCESS AND DATA MODELING. AND JUST RECENTLY, WE WERE PLEASED TO BE ABLE TO PLAY A LEAD ROLE IN PRODUCING TWO NEW GOVERNMENT-WIDE FEDERAL INFORMATION

**PROCESSING STANDARDS, OR FIPS, FOR IDEF
PROCESS AND DATA MODELING. I CAN ASSURE
YOU THAT WE INTEND TO REMAIN A MEMBER OF
THE IDEF FAMILY.**

**THE THEME OF THIS CONFERENCE -- HOW
TECHNOLOGIES CAN BE APPLIED TO HELP
ENTERPRISES IMPLEMENT AND MANAGE CHANGE --
COULD NOT BE MORE TIMELY. MANY LARGE,
COMPLEX ORGANIZATIONS IN BOTH THE PRIVATE
AND PUBLIC SECTORS ARE BEGINNING TO VIEW
THEMSELVES FROM AN ENTERPRISE-WIDE
PERSPECTIVE. OPPORTUNITY IS CLEARLY HERE
FOR NEW AND EMERGING TECHNOLOGIES TO BE
BROUGHT TO BEAR ON THE CHALLENGING
PROBLEMS OF MANAGING CHANGE FROM AN
ENTERPRISE PERSPECTIVE.**

WHEN WE THINK OF LARGE, COMPLEX ENTERPRISES, THE DEFENSE DEPARTMENT SURELY STANDS AT THE HEAD OF THE LIST. APPROXIMATELY TWO MILLION PEOPLE -- CIVILIAN AND UNIFORMED -- ARE ENGAGED IN MORE THAN 90 DIFFERENT DOD FUNCTIONAL ACTIVITIES, AT HUNDREDS OF LOCATIONS THROUGHOUT THE WORLD. OUR ACTIVITIES DRAW UPON VAST FIXED ASSETS, WITH AN ANNUAL BUDGET OF MORE THAN \$250 BILLION.

THE COMPLEXITY OF DOD OPERATIONS REPRESENTS A TREMENDOUS CHALLENGE TO THE DEPARTMENT'S MANAGERS. THIS MANAGEMENT CHALLENGE HAS GROWN EVEN MORE SIGNIFICANT SINCE THE LATE 1980S. A DRAMATICALLY CHANGING WORLD SITUATION, ACCOMPANIED BY A

CONCURRENT SHIFT IN NATIONAL PRIORITIES, HAS MADE IT NECESSARY FOR DOD TO RAPIDLY DOWNSIZE ITSELF WHILE MAINTAINING THE CAPABILITY TO CARRY OUT A CHANGING ARRAY OF MISSIONS.

A NUMBER OF MANAGEMENT INITIATIVES, SOME OF THEM GOVERNMENT-WIDE, AND OTHERS THAT WERE BEGUN INSIDE THE DEPARTMENT ARE HELPING DOD MEET THESE CHALLENGES.

- THE FIRST IS "REINVENTION" OF THE FEDERAL GOVERNMENT, AN EFFORT THAT IS BEING DIRECTED THROUGH VICE-PRESIDENT GORE'S NATIONAL PERFORMANCE REVIEW. THE DOD ELEMENT OF THIS INITIATIVE, THE DEFENSE PERFORMANCE REVIEW, OR DPR, CALLS FOR A CUSTOMER-BASED PHILOSOPHY, AND THE

ADOPTION OF BUSINESS-LIKE PRACTICES IN THE DEPARTMENT.

- THE GOVERNMENT PERFORMANCE AND RESULTS ACT IS A SIGNIFICANT NEW LAW THAT REQUIRES FEDERAL AGENCIES TO DEVELOP STRATEGIC PLANS, AND TO LINK THEIR ANNUAL BUDGETS TO SPECIFIC PERFORMANCE OBJECTIVES AND TO THEIR STRATEGIC PLANS. THE ACT ALSO INCLUDES SPECIAL PROVISIONS THAT ALLOW FOR MANAGERIAL FLEXIBILITY, WITH ACCOMPANYING ACCOUNTABILITY, IN THE PURSUIT OF IMPROVED OUTCOMES AND RESULTS. IT GIVES MANAGERS THE ABILITY TO FOCUS ON RESULTS, QUALITY, AND CUSTOMER SATISFACTION.

- THE DOD ACQUISITION REFORM INITIATIVE IS A RELATIVELY NEW ACTION THAT SEEKS TO

REDUCE ACQUISITION COST, COMPLEXITY, AND LEAD TIMES. THE REFORM INITIATIVE WILL DO THIS BY IDENTIFYING AND ADOPTING WORLD-CLASS BUSINESS PRACTICES, AND BY MAKING MAXIMUM USE OF INNOVATIVE TECHNOLOGY TO SUPPORT THE ACQUISITION PROCESS. A KEY THRUST OF THE ACQUISITION REFORM INITIATIVE IS TO IDENTIFY AND RESOLVE THE MANY REGULATORY AND LEGISLATIVE BARRIERS THAT ADVERSELY IMPACT THE ACQUISITION PROCESS.

- THE CORPORATE INFORMATION MANAGEMENT INITIATIVE, OR CIM, HAS BEEN IN PLACE FOR OVER THREE YEARS. CIM COMPRISES SEVERAL ELEMENTS, INCLUDING DATA ADMINISTRATION, IMPLEMENTATION OF MIGRATION INFORMATION SYSTEMS, AND TECHNICAL POLICY

AND STANDARDS. THE CORNERSTONE ELEMENT OF THE CIM INITIATIVE IS OUR BUSINESS PROCESS REENGINEERING PROGRAM. IT IS IN THIS AREA, OF COURSE, THAT IDEF MODELING PLAYS A CRITICAL ROLE BY HELPING MANAGERS TO UNDERSTAND THEIR PROCESSES AND DATA AND TO DEVELOP IMPROVED WAYS OF DOING BUSINESS THROUGH IMPROVED, STREAMLINED PROCESSES.

WE HAVE HAD CONSIDERABLE SUCCESS IN CIM AND I WANT TO SHARE ONE OR TWO SUCCESS STORIES WITH YOU.

ONE OF OUR SUCCESS STORIES (WE CALL THEM BRIGHT SPOTS) IS IN THE AREA OF MEDICAL REGULATING AND AIR EVACUATION, A PROCESS BY WHICH WE CONTROL THE FLOW OF CASUALTIES WITHIN THE MEDICAL TREATMENT SYSTEM. ONE

OF OUR LESSONS LEARNED FROM OPERATION DESERT STORM WAS THAT REGULATION AND EVACUATING WAS A TERRIBLY FRAGMENTED PROCESS THAT WAS CHARACTERIZED BY CONFUSING LINES OF AUTHORITY AND OUTDATED TECHNOLOGY. THE RESULT WAS THAT PATIENTS BEING EVACUATED FROM THE COMBAT ZONE TO HOSPITALS IN EUROPE AND THE UNITED STATES OFTEN TRAVELED BY CIRCUITOUS ROUTES, AND THAT THE SYSTEM COULD NOT PROVIDE REAL-TIME INFORMATION ON THE LOCATION OF A GIVEN PATIENT IN THE EVACUATION PIPELINE.

THE US TRANSPORTATION COMMAND, WAS GIVEN THE RESPONSIBILITY FOR ANALYZING AND SOLVING THIS PROBLEM. USING OUR BUSINESS PROCESS REENGINEERING METHODS, TRANSCOM

WAS ABLE TO DEVELOP AN IMPROVED SET OF PROCEDURES WHICH RESOLVED THE ROUTING PROBLEMS WHILE REDUCING TOTAL AIRCRAFT REQUIREMENTS, THUS MAKING MORE AIRCRAFT AVAILABLE FOR OTHER MISSIONS. THE IDEF ACTIVITY MODELS THAT WERE DEVELOPED DURING THIS PROJECT PLAYED A KEY ROLE IN HELPING ALL THE INVOLVED AGENCIES ARRIVE AT A COMMON SOLUTION THAT REDUCED THE COMPLEXITY OF THE PROCESS, AND THE ACCOMPANYING IDEF DATA MODEL PROVIDED A HEAD START IN PROTOTYPING A NEW AUTOMATED SYSTEM THAT WILL SUPPORT THE REENGINEERED PROCESS.

WE ARE ESPECIALLY PLEASED WITH THIS BRIGHT SPOT, BECAUSE IT DEMONSTRATES THAT

BUSINESS PROCESS REENGINEERING IS NOT JUST ABOUT THE "BUSINESS" SIDE OF THE DEPARTMENT, BUT CAN ALSO BE APPLIED IN AREAS THAT ARE OF IMMEDIATE IMPORTANCE TO OUR SOLDIERS, SAILORS, AIRMEN, AND MARINES.

A SECOND EXAMPLE IS A CURRENT PROJECT UNDERWAY WITHIN THE COMBAT DEVELOPMENTS COMMAND OF THE UNITED STATES MARINE CORPS TO REDEFINE THEIR BUSINESS AND TACTICAL PROCESSES THROUGH BUSINESS PROCESS REENGINEERING. THE OBJECT OF THIS PROJECT IS TO ASSURE THAT ALL RESOURCES OF THE MARINE CORPS ARE BROUGHT TO BEAR TO SUPPORT A COMBAT-READY FORCE. THEY ARE REVIEWING MAJOR ORGANIZATIONAL, TRAINING, LOGISTICS AND EDUCATIONAL CAPABILITIES IN LIGHT OF

**CURRENT COMBAT DOCTRINE TO DEVELOP A
COMPREHENSIVE APPROACH TO VALIDATE AND
INTEGRATE BOTH BUSINESS AND JOINT/TACTICAL
SYSTEMS FOR MARINE CORPS USE ON THE
BATTLEFIELD. THIS PROJECT, WHILE STILL
ONGOING, IS A REVOLUTIONARY APPROACH TO
HOW THE MILITARY SERVICES HAVE
TRADITIONALLY DONE BUSINESS. RESULTS OF
EACH PHASE OF THE STUDY CLEARLY SHOW THAT
MAPPING TRADITIONAL BUSINESS PROCESSES AND
TACTICAL OPERATIONS IS BOTH POSSIBLE AND
BENEFICIAL. THIS PROJECT, WHICH HAS THE
COMPLETE SUPPORT OF THE COMMANDANT OF
THE MARINE CORPS, HAS ALSO REINFORCED THAT
EXECUTIVE LEVEL SUPPORT IS CRITICAL TO
SUCCESS. JUST THE OTHER DAY, LIEUTENANT**

GENERAL KRULAK, THE MARINE DIRECTOR OF COMBAT DEVELOPMENTS CAME IN TO BRIEF ME ON THE CURRENT STATUS OF THE PROJECT. HE BRIEFED USING IDEF MODELS AND HIS MESSAGE WAS CLEAR AND EASY TO UNDERSTAND. I WAS VERY IMPRESSED.

THIS PROJECT IS IMPORTANT TO US FOR SEVERAL REASONS. FIRST, WHEN APPLIED, IT WILL SAVE LIVES AND INCREASE INTEROPERABILITY WITH OTHER MILITARY SERVICES THROUGH ITS CREATION OF A COMMON VIEW OF INTEGRATED MARINE PROCESSES CORRELATED WITH DOD ENTERPRISE PROCESSES. SECOND, IT WILL PROVIDE A COMMON FRAMEWORK FOR DAY-TO-DAY MANAGEMENT AND INFORMATION SYSTEM REQUIREMENTS ACROSS

THE MARINE CORPS. THIRD, IT PROVIDES FOR A SENIOR MANAGEMENT STRUCTURE THAT HAS BEEN EDUCATED IN, AND UTILIZES BUSINESS PROCESS REENGINEERING PRINCIPLES AS ACTIVE PARTICIPANTS.

THESE ARE ONLY TWO EXAMPLES OF WHAT WE HAVE BEEN DOING AS WE REENGINEER OUR PROCESSES AND LEARN FROM BUSINESS AND INDUSTRY HOW THEY HAVE BEEN SUCCESSFUL IN SIMILAR CIRCUMSTANCES. I KNOW THAT A NUMBER OF OTHERS HAVE BEEN REPORTED DURING YOUR CONFERENCES.

WHILE THE MANAGEMENT INITIATIVES I HAVE DESCRIBED, AND SEVERAL OTHERS THAT ARE ALSO UNDER WAY, DIFFER SOMEWHAT IN THEIR

**DETAILS, THEY ARE ALL LINKED BY A SET OF
COMMON, UNDERLYING PRINCIPLES.**

**THE FIRST PRINCIPLE IS THAT PROGRAM
SUCCESS REQUIRES TOP-DOWN COMMITMENT AND
SUPPORT FROM SENIOR LEADERS. IT HAS BEEN
FREQUENTLY DEMONSTRATED, IN BOTH THE
PRIVATE AND PUBLIC SECTORS, THAT TOP
MANAGEMENT MUST TAKE AN ACTIVE LEADERSHIP
ROLE IN MAJOR INITIATIVES TO ACHIEVE SUCCESS.**

**SECOND, AUTHORITY, RESPONSIBILITY, AND
ACCOUNTABILITY MUST BE ESTABLISHED IN
EMPLOYEES AT ALL LEVELS. WHEN THESE THREE
KEY ELEMENTS ARE NOT WELL-DEFINED AND
ENFORCED, IT IS DIFFICULT OR EVEN IMPOSSIBLE
FOR AN ORGANIZATION TO IDENTIFY AND SOLVE
PROBLEMS.**

OUR THIRD PRINCIPLE IS THAT DOD PROCESSES MUST BE SIMPLIFIED AND STANDARDIZED. ONE OF THE CHALLENGES FOR OUR MANAGERS IS TO STRIKE A BALANCE, FOR EACH OF THE DEPARTMENT'S FUNCTIONAL PROCESSES, BETWEEN STANDARDIZATION AND THE SOMETIMES COMPETING OBJECTIVE OF FLEXIBILITY.

OUR FOURTH PRINCIPLE IS THAT WE MUST DEVELOP AND IMPLEMENT PROCESS IMPROVEMENTS THAT CONTRIBUTE TO EFFECTIVE AND EFFICIENT MISSION ACCOMPLISHMENT, SATISFY CUSTOMER-BASED PERFORMANCE REQUIREMENTS, AND FOCUS ON RESULTS AND OUTCOMES.

**TO ACHIEVE THESE MANAGEMENT PRINCIPLES,
WE ARE IMPLEMENTING A NUMBER OF PROGRAMS,
TO A LARGE EXTENT BASED ON THE SUCCESSFUL
APPLICATION OF TECHNOLOGY TO OUR BUSINESS
PROCESSES.**

**FOR EXAMPLE, THE CONTINUOUS ACQUISITION
AND LIFE-CYCLE SUPPORT INITIATIVE, OR CALS, IS
A STRATEGY DESIGNED TO IMPROVE THE FLOW OF
INFORMATION WITHIN DOD AND BETWEEN DOD AND
INDUSTRY, TO DECREASE THE LIFE-CYCLE COST
OF OUR WEAPON SYSTEMS AND SIMULTANEOUSLY
IMPROVE THE READINESS OF OUR FORCES. THE
CALS STRATEGY RELIES ON AN INTEGRATED DATA
ENVIRONMENT CREATED BY APPLYING THE BEST
TECHNOLOGIES, PROCESSES AND STANDARDS TO
ALL ASPECTS OF INFORMATION MANAGEMENT.**

ELECTRONIC DATA INTERCHANGE AND ELECTRONIC COMMERCE (EDI/EC) ARE TWO APPROACHES CLOSELY RELATED TO THE CALS INITIATIVE. IMPLEMENTATION OF EDI/EC WILL PROVIDE A SINGLE MEANS OF REGISTERING SUPPLIERS TO DO BUSINESS WITH THE FEDERAL GOVERNMENT, PROVIDE STANDARD ELECTRONIC FORMATS, AND ENABLE A "VIRTUAL NETWORK" THAT WILL MAKE TRANSACTION INFORMATION AVAILABLE TO A WIDE RANGE OF AUTHORIZED USERS WITH IMPROVED RESPONSE TIME AND SIGNIFICANT REDUCTIONS IN THE COST OF GOVERNMENT OPERATIONS.

A KEY ELEMENT OF MANAGEMENT CHANGE WITHIN THE DEPARTMENT IS OUR ENTERPRISE INTEGRATION INITIATIVE, THE IMPLEMENTING

**STRATEGY FOR THE CIM INITIATIVE. EI IS
DESIGNED TO BE BOTH A FUTURE VISION OF THE
ENTERPRISE THAT DOD MUST BECOME, AND THE
IMPLEMENTING PROCESSES FOR REALIZING THAT
VISION. THE EI APPROACH ASSUMES THAT NEW
AND IMPROVED OPERATIONAL PRACTICES IN
FUNCTIONAL ACTIVITIES AND INFORMATION
MANAGEMENT ARE CRITICAL TO IMPROVED
CAPABILITY IN BOTH WARFIGHTING SUPPORT
SERVICES WITHIN THE DEPARTMENT.**

**IN SIMPLE TERMS, EI A SYSTEMATIC
IMPLEMENTING PROCESS FOR REMOVING
FUNCTIONAL, MANAGERIAL, AND TECHNICAL
BARRIERS WITHIN AN ORGANIZATION, AND
LEVERAGING ALL AVAILABLE CAPABILITIES TO
ACHIEVE AN ORGANIZATION'S OBJECTIVES. TO DO**

THAT SUCCESSFULLY, THE ENTERPRISE MUST HAVE CLEARLY-DEFINED MISSIONS, GOALS, OBJECTIVES, AND MEASURES OF PERFORMANCE WITH FLEXIBLE ORGANIZATIONAL ELEMENTS THAT CAN FOCUS RESOURCES AS NEEDED TO MEET EACH OPERATIONAL REQUIREMENT.

TO IMPLEMENT THAT APPROACH WITHIN THE DEPARTMENT, THE DEPUTY SECRETARY OF DEFENSE HAS ASSIGNED A HIGH PRIORITY TO THREE RELATED ACTIONS, ACCELERATED SELECTION OF MIGRATION INFORMATION SYSTEMS, ACCELERATED MOVEMENT TOWARD DATA STANDARDIZATION, AND ACCELERATED DEVELOPMENT OF BUSINESS PROCESS IMPROVEMENTS.

THE DEPUTY SECRETARY HAS ESTABLISHED TWO NEW SENIOR COMMITTEES -- THE ENTERPRISE INTEGRATION EXECUTIVE BOARD AND THE ENTERPRISE INTEGRATION CORPORATE MANAGEMENT COUNCIL -- TO ADDRESS CROSS-FUNCTIONAL OPPORTUNITIES AND ISSUES THAT ARISE FROM THE ACTIONS HE HAS DESIGNATED TO BE ACCELERATED.

THE EI EXECUTIVE BOARD, CHAIRED BY THE DEPUTY SECRETARY, INCLUDES THE DEPARTMENT'S MOST SENIOR MANAGERS.

THE EI CORPORATE MANAGEMENT COUNCIL, A SUBCOMMITTEE OF THE EI EXECUTIVE BOARD, IS CO-CHAIRLED BY MYSELF AND THE UNDER SECRETARY FOR ACQUISITION AND TECHNOLOGY AND IS COMPOSED OF REPRESENTATIVES FROM

**THE AGENCIES THAT PARTICIPATE IN THE EI
EXECUTIVE BOARD, ALONG WITH THE ASSISTANT
SECRETARIES OF DEFENSE RESPONSIBLE FOR THE
DEPARTMENT'S FUNCTIONAL ACTIVITIES.**

**WE HAVE DEVELOPED A VISION OF WHAT DOD
MIGHT LOOK LIKE AT THE BEGINNING OF THE NEXT
CENTURY AS A GUIDE TO OUR EFFORTS. SOME OF
THE KEY ELEMENTS OF THIS VISION ARE:**

- INFORMATION WILL BE VIEWED AS A
STRATEGIC ASSET, USED TO CONTINUALLY
INCREASE THE EFFECTIVENESS OF BOTH MILITARY
OPERATIONS AND SUPPORT FUNCTIONS.**

- THE IMPORTANCE OF INFORMATION
INTEGRATION AND EXCHANGE WILL BE
RECOGNIZED.**

- FLEXIBLE INFORMATION CONNECTIVITY WILL BE ACCEPTED AS A CRITICAL FORCE ASSET.

- THE MILITARY INDUSTRIAL BASE WILL BE FULLY INTEGRATED WITH THE COMMERCIAL BASE, ENABLING THE DEPARTMENT TO OBTAIN AND USE STANDARD COMMERCIAL PRODUCTS FASTER AND AT LOWER COST.

- ALL DOD FUNCTIONS AND ORGANIZATIONS WILL BE REENGINEERED, AND INTEGRATED FROM AN ENTERPRISE-WIDE PERSPECTIVE, AND WILL BE SUPPORTED BY OPEN, STANDARDS-BASED, INFORMATION SYSTEMS.

**SIX ENTERPRISE INTEGRATION GOALS
SUPPORT OUR VISION:**

**FIRST, WE WILL MINIMIZE DUPLICATION AND
ENHANCE THE DEPARTMENT'S INFORMATION**

SYSTEMS. AS IS THE CASE IN MOST LARGE ORGANIZATIONS, MANY OF OUR 20,000 INFORMATION SYSTEMS HAVE BEEN DEVELOPED AS FUNCTIONAL "STOVEPIPES," RESULTING IN DUPLICATIVE, AND COSTLY SYSTEMS. WITH RESOURCES BECOMING MORE CONSTRAINED EACH YEAR, WE MUST REDUCE THE NUMBER OF SUPPORTED SYSTEMS. THE ACCELERATED SELECTION OF MIGRATION SYSTEMS WILL ELIMINATE UNNECESSARY SYSTEMS AND BEGIN A PROCESS TOWARD A COMMON INFORMATION SYSTEM BASELINE AND IMPLEMENTATION OF ENHANCED TARGET SYSTEMS THAT ARE SUPPORTED BY A STANDARDS BASED TECHNOLOGY.

SECOND, WE ARE ACCELERATING THE STANDARDIZATION OF COMMON DATA ELEMENTS AND WILL PUT IN PLACE A STRONG DATA MANAGEMENT PROGRAM THAT WILL FOCUS ON DATA QUALITY, AVAILABILITY, INTEGRITY, ACCURACY, AND SECURITY.

THIRD, FUNCTIONAL MANAGERS WILL CONTINUE TO REENGINEER THEIR OPERATIONS. THIS WILL NOT BE A ONE-TIME EFFORT; WE MUST APPLY PROCESS REENGINEERING ON A ONGOING BASIS, AND DO IT IN A MANNER THAT RESPONDS TO THE GUIDANCE AND PRIORITIES OF THE DEPARTMENT'S LEADERSHIP. WE WILL AGGRESSIVELY PURSUE PROCESS CHANGES THAT WILL PRODUCE IMPROVED EFFECTIVENESS AND EFFICIENCY.

WE ARE PLEASED WITH THE SUCCESSFUL REENGINEERING THAT HAS BEEN ACCOMPLISHED TO DATE, WITH OVER 400 PROJECTS COMPLETED OR UNDER WAY.

I ALSO NOTICED THAT YOU HAVE SCHEDULED A PANEL DISCUSSION ON SUCCESS STORIES. IT IS IMPORTANT FOR ALL OF US TO TALK ABOUT AND PUBLICIZE THE SUCCESSES THAT ARE ACHIEVED, BOTH TO REMIND OURSELVES THAT PROGRESS IS BEING MADE AND TO SERVE AS AN INCENTIVE TO OTHERS WHO HAVE NOT YET BEGUN TO REENGINEER THEIR PROCESSES.

FOURTH, WE WILL IMPLEMENT A FLEXIBLE, WORLD-WIDE COMPUTER AND COMMUNICATIONS INFRASTRUCTURE, KNOWN AS THE DEFENSE INFORMATION INFRASTRUCTURE, OR DII. THE DII

**WILL BE BUILT UPON A STANDARDS-BASED, OPEN
SYSTEM ARCHITECTURE. BY FOCUSING ON THE DII
FROM AN ENTERPRISE-WIDE PERSPECTIVE
BENCHMARKED AGAINST THE BEST COMMERCIAL
PRACTICES, WE WILL BE ABLE TO BETTER MANAGE
THE INFRASTRUCTURE AND ENSURE THAT IT IS
ABLE TO EVOLVE TO MEET THE REQUIREMENTS OF
FUTURE INFORMATION SYSTEMS.**

**FIFTH, THE CIM INITIATIVE WILL BE APPLIED TO
INTEGRATE ENTERPRISE-WIDE OPERATIONS. WE
WILL STRIVE TO CROSS-FUNCTIONALLY INTEGRATE
TECHNICAL PROGRAMS IN ORDER TO IDENTIFY AND
REMOVE BARRIERS TO INTEROPERABILITY AND
DATA SHARING.**

**SIXTH, WE ARE ESTABLISHING MANAGEMENT
POLICIES AND STRUCTURE TO SUPPORT THE**

DEPARTMENT'S INFORMATION NEEDS NOW AND IN THE FUTURE, AND TO ENSURE THAT GOALS, OBJECTIVES, METHODS, AND PROCEDURES ARE UNDERSTOOD THROUGHOUT THE DEPARTMENT.

TO ACHIEVE SUCCESS IN THIS INITIATIVE, THERE ARE THREE SIMPLE SUCCESS FACTORS: COMMUNICATE, LEAD, AND IMPLEMENT.

TO COMMUNICATE ENTERPRISE INTEGRATION, WE MUST ENSURE THAT EVERYONE IN THE DEFENSE COMMUNITY, TO INCLUDE GOVERNMENT WORKERS AND OUR CONTRACTORS UNDERSTAND EI, WHY IT IS SO CRITICAL, AND HOW EACH IS INVOLVED IN REMOVING THE BARRIERS OF ALL TYPES THAT LIMIT THE DEPARTMENT'S ABILITY TO USE ITS CAPABILITIES EFFECTIVELY AND EFFICIENTLY.

TO LEAD ENTERPRISE INTEGRATION, OUR UNIFORMED AND CIVILIAN BOSSES CAN DO THREE THINGS. THEY MUST DEMONSTRATE BY THEIR DAY-TO-DAY ACTIONS THAT THEY ARE COMMITTED TO THE EI APPROACH BY APPLYING EI PRINCIPLES TO THE DECISIONS THEY MAKE. THEY MUST RECOGNIZE THAT ENTERPRISE INTEGRATION IS DRIVEN BY CLEARLY-STATED MISSIONS, GOALS, AND OBJECTIVES WHICH ARE CLEARLY STATED AND FOLLOWED AT ALL LEVELS. AND, THEY SHOULD GIVE THEIR SUBORDINATES THE AUTHORITY AND RESPONSIBILITY TO CARRY OUT THEIR PART OF THE ENTERPRISE INTEGRATION TASK.

FINALLY, TO IMPLEMENT EI WE NEED A MANAGEMENT STRUCTURE AND METHODOLOGY

THAT SUPPORTS THE INTEGRATION OF THE ENTERPRISE. WE BELIEVE THAT THE MANAGEMENT STRUCTURE I HAVE DISCUSSED TOGETHER WITH THE TOOLS, TECHNIQUES, AND PROCEDURES OF THE CIM INITIATIVE PROVIDES ARE A FIRM FOUNDATION UPON WHICH TO BUILD.

CLEARLY, THERE IS A CRITICAL ROLE FOR IDEF MODELING IN THIS ENTERPRISE INTEGRATION EFFORT. WE NEED A COMMON LANGUAGE AS WE ANALYZE AND REENGINEER OUR PROCESSES, BOTH INDIVIDUALLY AND CROSS-FUNCTIONALLY. FOR US, THAT COMMON LANGUAGE IS IDEF.

THERE ARE A NUMBER OF WAYS THAT IDEF MODELING WILL HELP US TO ACHIEVE OUR ENTERPRISE INTEGRATION GOALS AND BRING OUR VISION TO REALITY.

A WORD OF CAUTION: WE MUST NOT LET OURSELVES BECOME SO FIXED ON THE TOOLS AND METHODOLOGY THAT WE LOSE SIGHT OF OUR ULTIMATE OBJECTIVE TO MOVE FROM OUR CURRENT METHODS OF OPERATION TO IMPROVED PROCESSES THAT PROVIDE THE REQUISITE DEFENSE CAPABILITY AT REDUCED COST.

RATHER, WE MUST CONTINUE TO BRING ALL AVAILABLE TOOLS AND APPROACHES -- TO INCLUDE IDEF MODELING, INFORMATION ENGINEERING, TOTAL QUALITY MANAGEMENT, DATA MANAGEMENT, AND OTHERS -- TO BEAR ON THE PROBLEM.

HAVING SAID THAT, LET ME ALSO SAY THAT IDEF MODELING REMAINS THE FOUNDATION TOOL FOR ALL OF OUR PROCESS REENGINEERING

PROJECTS. THE PREPARATION OF IDEF MODELS, AND PARTICULARLY THE INTEGRATION OF PROCESS AND DATA MODELS WITHIN A GIVEN FUNCTIONAL ACTIVITY, PROVIDES MANAGERS WITH AN IMPROVED UNDERSTANDING OF THEIR PROCESSES, AND ALSO ESTABLISHES A POINT OF DEPARTURE FOR THE SUBSEQUENT DEVELOPMENT OF NEW OR ENHANCED INFORMATION SYSTEMS THAT SUPPORT OUR PROCESSES.

WE ALSO LOOK TO IDEF TO HELP US MODEL THE DEPARTMENT FROM AN ENTERPRISE-WIDE PERSPECTIVE. THE DOD ENTERPRISE MODEL CONSISTS OF BOTH PROCESS AND DATA MODELS FROM A HIGH-LEVEL VIEW. IT HAS ALREADY PROVEN TO BE A VALUABLE FRAME OF REFERENCE FOR THE DEVELOPMENT OF MODELS

**FOR INDIVIDUAL FUNCTIONS. WE INTEND TO
CONTINUE TO DEVELOP THE DOD ENTERPRISE
MODEL TO MAKE IT EVEN MORE USEFUL AND
ANTICIPATE THAT FUTURE ENHANCEMENTS WILL
CONTRIBUTE GREATLY TO OUR EFFORTS TO
DEVELOP AND IMPLEMENT DOD-WIDE DATA
DEFINITIONS.**

**I AM PLEASED WITH THE BENEFITS THAT DOD
HAS DERIVED FROM IDEF MODELING TOOLS, AND I
WANT TO EXPRESS MY THANKS TO THE IDEF
COMMUNITY FOR YOUR EXCELLENT SUPPORT. AT
THE SAME TIME, I'D LIKE TO LEAVE YOU WITH A
FEW CHALLENGES FOR HOW THE COMMUNITY CAN
SUPPORT DOD EVEN FURTHER.**

**FIRST, WE NEED TO BRING DOWN THE COST OF
OUR REENGINEERING TOOLS. ONE WAY TO DO**

**THIS MIGHT BE TO DEVELOP TOOLS THAT ARE
TAILORED TO SUPPORT SMALLER PROJECTS AT
LOWER COST. IN MANY INSTANCES, A SIMPLE
TOOL THAT CREATES, SAVES, AND PRINTS MODELS
WOULD BE SUFFICIENT.**

**ANOTHER AREA OF POTENTIAL PAYOFF LIES IN
IMPROVING THE LINKAGES BETWEEN EXISTING
TOOLS AND TECHNOLOGIES. DOD HAS BEGUN TO
MAKE EXTENSIVE USE OF GROUPWARE, OR
ELECTRONIC MEETING SYSTEMS. RECENTLY,
SOFTWARE PACKAGES HAVE APPEARED THAT
COMBINE GROUPWARE AND IDEF MODELING,
ENABLING US TO DEVELOP MODELS MORE
RAPIDLY AND AT REDUCED COST. WE NEED TO
FIND WAYS TO APPLY GROUPWARE CAPABILITIES
TO OTHER REENGINEERING TOOLS AND MODELS,**

**SUCH AS ACTIVITY-BASED COSTING, SIMULATION,
RAPID PROTOTYPING, DATA STANDARDIZATION,
AND MIGRATION SYSTEMS PLANNING.**

**TO THE VENDOR COMMUNITY, I'D LIKE TO
SUGGEST THAT THE MODELS IN THE DOD IDEF
REPOSITORY, MANY OF WHICH YOU HELPED TO
DEVELOP, PROVIDE A SOURCE OF MODELS THAT
CAN BE DRAWN UPON AND REUSED IN LATER
PROJECTS. I ENCOURAGE YOU TO TAKE
ADVANTAGE OF THE REPOSITORY TO SUPPORT
YOUR DOD REENGINEERING PROJECTS. OVER 150
MODELS ARE AVAILABLE CURRENTLY WITH
ANOTHER 75 BEING PROCESSED. I ALSO URGE
YOU TO USE IT TO ENTER THE MODELS YOU HAVE
CREATED SO THAT OTHERS CAN BENEFIT FROM
YOUR WORK.**

**FINALLY, TO THE IDEF USERS GROUP ITSELF, I
WOULD LIKE TO LEAVE SOME CHALLENGES:**

**FIRST, TO EXTEND OUR METHODS. I SALUTE
THE WORK THAT IS BEING DONE TO MOVE TOWARD
AN OBJECT-ORIENTED ENVIRONMENT, AND
ENCOURAGE YOU TO EXPEDITE YOUR EFFORTS TO
DEVELOP STANDARDS IN THIS AREA.**

**SECOND, WE WOULD ALL BENEFIT FROM A
COMPLETED INTERFACE DEFINITION LANGUAGE
THAT WOULD PERMIT US TO MOVE BOTH PROCESS
AND INFORMATION MODELS BETWEEN VARIOUS
SOFTWARE PACKAGES AND REPOSITORIES..**

**FINALLY, WE NEED MORE STANDARD TRAINING
AND EDUCATION VEHICLES THAT CAN BE USED TO
MAKE MANAGERS AND PRACTITIONERS IDEF-**

LITERATE, SO THAT READING A MODEL BECOMES AS EASY AS READING A PLAIN TEXT DOCUMENT.

I HOPE THAT YOU ACCEPT THESE CHALLENGES IN THE SPIRIT IN WHICH THEY ARE GIVEN. THESE ARE EXCITING TIMES FOR EVERYONE. WE HAVE A TREMENDOUS OPPORTUNITY TO BUILD UPON A SUPERB FOUNDATION AND TO BRING EVEN GREATER IMPROVEMENTS TO OUR PROCESSES AND ORGANIZATIONS.

WE IN THE DEFENSE DEPARTMENT ARE EAGER TO DEAL WITH THE CHALLENGES OF ENTERPRISE INTEGRATION, AND LOOK FORWARD TO A CONTINUING PRODUCTIVE RELATIONSHIP WITH THE IDEF COMMUNITY AS WE MOVE FORWARD.

I THANK YOU FOR THE OPPORTUNITY TO ADDRESS YOU, AND I WISH YOU A SUCCESSFUL

**CONFERENCE. NOW, IF YOUR SCHEDULE PERMITS,
I'D BE GLAD TO ANSWER ANY QUESTIONS YOU MAY
HAVE FOR ME.**